

Center for Mental Health Services (CMHS)
Partnerships for Youth Transition
Federal Site Visit Review

Partnerships for Youth Transition – Clark County, Washington
July 28, 29, and 30, 2004

(Final Draft August 31, 2004)

Nestled on the corner of Columbia and 12th Streets in Clark County, Washington, it looks like every other well-to-do home in the neighborhood. A wide front porch and wood-trimmed glass-paned door beckon family and friends to cross the threshold of this purple and white-trimmed three-story Victorian manor.¹ At the back of the house is a well-traveled every-day entrance through a small parking lot. Tenderly manicured green grass and shrubs adorn the stately residence, accentuating the sense that all who visit will be received with genuine care and respect. The eaves and windows of this home fit comfortably and open kindly toward those of its neighbors. Yet 1112 Columbia is no ordinary family home in Vancouver, Washington, it is the Youth House – a haven for young people finding their way to each other and to caring adults through Clark County’s Partnership for Youth Transition (PYT).²

Brimming with activity from basement to attic, the Youth House has never a dull moment! Young people conceived of it, designed their space, and now spend time there growing one-by-one toward adulthood with peers also journeying. As stated in the Youth House by-laws, adults are allowed to meet on the top floor where friends gather around the pool table and lounge on colorfully comfortable cushioned furniture, only when 51% or more of those involved are young people. Yet a full staff of caring adults who make up the PYT Team always can be found there offering support, guidance, structured activities, and a shoulder for leaning. Offices are tucked neatly into rooms on the second floor, almost every one with a window letting in light and hope.³ On the first floor is a welcoming foyer whose walls are adorned with the photographs of young people who have served on the Clark County Youth Commission, an official advisory board to the Clark County Board of County Commissioners. In a glass case are awards and trophies recognizing young adults’ varied achievements, and on another wall hangs a map with informal snapshots of young people’s PYT activities tacked on spots all around Clark County. The first room to the left of this vestibule boasts a fire place and a round wooden table used by the PYT Team for daily and weekly meetings. Beyond its grand sliding wood doors is another large room that houses the PYT library replete with a collection of books, videos, and DVDs chosen by young people. This room opens into

¹ Built in 1910, the house is commonly referred to as the “purple Victorian on the corner” though its style is still under investigation by the Clark County historic registry/museum.

² Thanks to Josh Beaman, Melanie Green, and colleagues, a photograph of the Youth House is attached to this report as Addendum C.

³ PYT has seven offices in the Youth House – two on the main floor and five on the second floor. There are three meeting rooms open to the entire community – two for use by adults or young people and one on the third floor only for youth (unless adults are accompanied by 51% young people per by-laws).

the hallway facing the front of the Teen Talk room where young people trained to handle phone calls from their peers listen attentively on a “Warm Line” to the voices of those in crisis or those who simply want to talk about what’s been on their minds. As one winds from front to back, bottom to top, the Youth House embodies the virtues of youthful energy, and it calms, soothes, and protects those who need shelter during stormy young adult transitions. For young people who gather at the Youth House, and for their family members who visit every now and then for information and celebrations, it is a haven ... a bit of heaven in Clark County.

“If these walls could talk, they’d have a lot to say!” ~ Clark County Young Person

“Our vision: What we’re striving for [is] a seamless system of care in Clark County that better supports transition-age youth with serious emotional disturbance (SED), and their families, in developing healthy autonomy.”

Clark County Partnerships for Youth Transition Logic Model

I. SAMHSA/CMHS Site Visit Review of Clark County, Washington’s Partnerships for Youth Transition Initiative

The Partnerships for Youth Transition (PYT) Site Visit Review in Clark County, Washington was conducted on July 28, 29, and 30, 2004, in Clark County, Washington. SAMHSA/CMHS Project Officer Dorrine Gross led the federal site visit review team. Other members of the site visit team included family member Tena Beckstrom who is a member of Utah’s Allies with Families and on the PYT Steering Committee for Utah’s Project RECONNECT; Lorrin McGinnis, a young adult leader with prior experience in Seattle-King County, Washington who recently relocated to Utah and was hired by Allies with Families; Nicole Deschenes, Director of the National Technical Assistance Center on Youth Transition (NTAC-YT) based at the Florida Mental Health Institute, University of South Florida; Marlene Simon-Burroughs, U.S. Department of Education, Office of Special Education and Rehabilitative Services, a federal co-sponsor with SAMHSA of PYT; and Rita Powell, Senior Director, Jim Casey Youth Opportunities Initiative, a private philanthropic co-sponsor of PYT with SAMHSA; and Talmira Hill, Site Visit Coordinator. A list of site visit reviewers is included as Appendix A. The visit was led locally by PYT Project Manager DeDe Sieler of the Clark County Department of Community Services along with fellow staff members on the PYT Team. The site visit agenda for Clark County, Washington is included as Appendix B.

This site visit report aims to complement and makes frequent reference to existing materials developed by Clark County’s PYT leaders and staff which were forwarded to the federal site visit review team prior to the site visit. These documents include:

- Clark County Partnerships for Youth Transition Logic Model (as amended and approved by Steering Committee April 8, 2004)

- Clark County Partnerships for Youth Transition Year 3 Reapplication, Grant No. SM54445-01, Grant Period 9/30/04 to 9/29/05, Program Narrative (As of March 2004); and
- Clark County Partnership for Youth Transition Strategic Plan for Project Implementation (Working Draft) May 19, 2003.

In addition to referring to Clark County's PYT documents, this report reflects the site visit review team's assessment of elements indicated in the PYT Site Visit Protocol (Final – May 18, 2004), entitled, "Conducting Federal Site Reviews for Cooperative Agreements to Develop, Implement, Stabilize, and Document Models of Comprehensive Programs to support Transition to Adulthood and Independent Living for Youth with Serious Emotional Disturbances or Serious Mental Illnesses, Short Title: Partnerships for Youth Transition." The protocol reflects components of SAMHSA's PYT Guidance for Applicants (GFA), and topics of interest to PYT Project Officers from the CMHS Child, Adolescent, and Family Branch, Community Support Programs Branch, and the Homelessness Programs Branch. Specifically, the protocol provides questions and prompts observations about five aspects of PYT implementation – (1) Logic Model, (2) Family, Youth, and Partner Involvement, (3) Action Plan, (4) Accountability and Quality Assurance, and (5) Sustainability Plans and Fiscal Management.

The Clark County, Washington PYT site visit report is organized to highlight strengths and challenges while documenting any noteworthy progress in each of the five sections of the site visit protocol. The remainder of this report is organized into two main sections: Clark County, Washington PYT's Key Strengths (pp. 3-15), and Clark County, Washington PYT's Key Challenges and Recommendations (pp. 15-21), with a brief conclusion (pp. 21-22). The site visit report was drafted by the site visit coordinator to reflect individual and collective perspectives of the SAMHSA/CMHS Project Officer and other members of the federal site visit review team. These findings are offered to Clark County, Washington's Partnership for Youth Transition leaders and partners to support the site's ongoing implementation.

II. Clark County, Washington PYT—Key Strengths

Situated in southwestern Washington, just across the Oregon state line near Portland, and bordered on the south and west by the Columbia River, Clark County has a growing population that now hovers at around 380,000.⁴ Within Clark County, this Partnerships for Youth Transition (PYT) site is turning into a hub – visibly and emotionally – for young people who live far and wide throughout the county but most of whom have been involved in the juvenile justice system. As one young woman

⁴ McGarry, Thomas. (May 2004) "Regional Report: A New Economic Power." Washington CEO Special Report: Clark County: Building for the Future, page R3. See also Community Choices 2010. (2003). Community Report Card 2003: A Report of Clark County's Progress Toward Creating a Healthy, Engaged Community, page 1.

shared, “PYT keeps me out of trouble. The Youth House is a good place to hang out. People give me an extra push when I need it, when I’m having hard times. It’s a good place to kick back and relax. Activities at the Youth House help me boost my confidence and meet new people. Everyone has a different story.” Clark County’s PYT is centered in one county, but it reaches a group of young people overcoming particularly tremendous challenges – young people between the ages of 14 and 25 who have a DSM-IV diagnosis and who are in or at imminent risk of out-of-home placement (i.e., incarceration, hospitalization, homelessness, etc.). Among 23 young people interviewed by Clark County PYT and actively engaged when the site visit presentation was being prepared, 22 of them or 96% had been referred from the juvenile justice system.⁵ Among these young people, 65% are young men and 35% young women whose average age at entry was 16.7 years, ranging from 14.5 to 18 years old.⁶ For the most part an ethnically homogeneous group, 91% are White, 4% African American, and 4% Hispanic.⁷ Although 66% were living with their families of upbringing when they became involved with PYT, the remaining 34% are living elsewhere.⁸ While many youth programs are unsuccessful at engaging court involved youth and young people faced with homelessness, Clark County PYT embraces these young adults with their full attention.

Clark County PYT builds upon an existing SAMHSA Center for Mental Health Services System of Care (SOC) grant that resulted in a strong and successful redesign of the children’s mental health system. Clark County has been implementing its SOC for four years, and federal support will end in August 2004. In their view, Clark County’s PYT leaders are taking the “big picture” system change perspective that led to enhanced services for children and their families, and they now are testing the relevance of this approach for a service delivery model that engages youth and young adults.

In its first phase of operation, Clark County PYT is partnering with two community-based referral sources – (1) Connections, a Clark County Juvenile Department Program, and (2) Catholic Community Services.⁹ According to its program description, “Connections is an innovative Clark County Juvenile Department program developed in partnership with the mental health community designed to provide family centered and strength-based services to youth on probation who also have behavioral health issues.”¹⁰ Connections is supported with Juvenile Department general revenue funds, mental health dollars from the Regional

⁵ Clark County PYT. (July 28, 2004). Presentation for SAMHSA/CMHS Partnerships for Youth Transition Site Visit Review, slides on pages 15-17.

⁶ Ibid.

⁷ Ibid.

⁸ Ibid, page 17. Residence at Service Entry: 66% Family of Upbringing; 13% Girlfriend/girlfriend’s family; 4% Corrections; 4% Friend’s home, temporary; 4% Foster care; 4% Extended family; and 4% Don’t know.

⁹ Clark County PYT. (July 28, 2004). Presentation for SAMHSA/CMHS Partnerships for Youth Transition Site Visit Review, slide depicting Phases I and II on page 8.

¹⁰ Clark County Juvenile Department. “Connections: A Strength-Based Program for Probationers with Behavioral Health Issues.”

Support Network, and a SAMHSA/CMHS System of Care federal grant. Catholic Community Services is a highly regarded private, nonprofit mental health agency and the sole crisis stabilization service provider in Clark County.¹¹ Catholic Community Services (CCS), the largest nonprofit social service organization in Clark County, was a partner in the SOC initiative and has played an instrumental role in bringing people together. CCS works with children and families by providing intensive short and long term services that are family-centered, asset driven, and wrap uniquely around each child and family. As a PYT referral source, CCS is focusing on how to tailor its approach to reach young people and their families. These two programs partner with Clark County PYT to identify and refer young people for participation.

The site visit review team was impressed with all aspects of the Clark County, Washington PYT initiative. Specifically, the team identified at least thirteen stellar strengths summarized in this report. Strengths of the PYT initiative in Clark County include: a clear, concise logic model; effectiveness in engaging a challenging youth target population; high quality youth engagement; strength-based, asset-driven youth development; a highly qualified, committed, and talented PYT Team; strong, clear communication across partner agencies; well-structured, flexible program of services; thorough action plan; thoughtful, well-designed evaluation strategies; professional development for informed decision making and management; enhancing the System of Care infrastructure; thoughtful, well-designed quality assurance plan; and emerging evidence of sustainability.

A. Clear & Concise Logic Model

The Clark County Partnerships for Youth Transition Logic Model (as amended and approved by the Steering Committee on April 8, 2004), is clear, concise, comprehensive, and detailed. The logic model depicts conditions and causes (a rationale for why they need to act); systemic strengths and community capacity (what they have to build on); the philosophy and theory of change (why they do what they do); specific multilevel interventions (what they do); short-term outcomes at the youth, family, and community levels (what they expect to happen @ 24 months); and long-term outcomes at these same three levels (what they expect to happen @ 4 years). As a visual representation of Clark County PYT's key elements and practices, it is effective and accurate. The language is easy to understand and compelling. While it may be beneficial for Clark County PYT to develop another version of the logic model that highlights only the key elements without explanatory narrative, the current version is an informative tool for sharing with internal and external audiences the fundamental components of Clark County's Partnership for Youth Transition. Clark County PYT continues to engage the Steering Committee in revising and amending the logic model. This practice is indicative of the ongoing commitment PYT partners have to owning

¹¹ Clark County Behavioral Health Services. (Revised 2.11.04). Children's System of Care Provider Contacts. This chart was handed out to site visit reviewers, but it is available online at <http://www.clark.wa.gov/mental-health/documents/CSOCFlowChart.pdf>.

and contributing to the refinement of Clark County's logic model. Since the logic model constitutes a framework for turning the PYT theory into action, Clark County is effectively taking full advantage of the opportunity to hone this tool as the project evolves.

B. Effectiveness in Engaging a Challenging Youth Target Population

Clark County PYT has articulated a clear set of criteria for its youth target population. Specifically, Clark County PYT program participants are: (1) transition-aged youth (ages 14-25) meeting criteria of DSM-IV diagnosis, (2) ... who are in, or at imminent risk of an out-of-home placement; (3) ... most of whom are currently involved with an established wraparound/ITC team; and (4) who voluntarily participate.¹² Clark County PYT specifies that family members of participating youth will be involved at their and the youth's discretion.¹³ During Phase I – the first two years of implementation – Clark County is implementing a pilot project that will enroll up to 60 young people who are introduced to PYT through two referral sources, namely (a) Connections, a program of the Clark County Juvenile Department, and (b) Catholic Community Services, a mental health service agency.¹⁴

Of the 26 young people actively enrolled in Clark County PYT when the site visit review was conducted, 98% of them are involved with the juvenile justice system.¹⁵ According to historical data on service use within the 90 days prior to PYT entry, 48% of young people have been in child welfare; 65% special education; 74% public mental health; 9% developmental disabilities; 9% public vocational rehabilitation; 44% substance abuse; and 44% public assistance.¹⁶ Moreover, as mentioned earlier in this report, young people are coming to PYT from a range of uncertain and unstable living conditions and are at risk of ending up in out-of-home placement.¹⁷ Clark County PYT continues to work with young people even while they are in jail. Other indications of the vulnerability of young people reached by Clark County PYT include the fact that almost 40% of participants have earned a GED or currently are enrolled in GED programs and 13% have dropped out of school.¹⁸ Perhaps the words of one young person bring home the commitment of PYT to reaching and engaging this group of young people with intense challenges. "PYT helped me turn my felony into a positive

¹² Taken from Clark County Partnerships for Youth Transition Logic Model (as amended and approved by Steering Cmte. April 8, 2004).

¹³ Ibid.

¹⁴ Clark County Partnership for Youth Transition. (May 19, 2003) Strategic Plan for Project Implementation, Working Draft, page 1.

¹⁵ The numbers 26 and 98% were cited during the site visit review. These numbers are slightly higher than those presented in the slides of the Clark County PowerPoint presentation cited on page 4 of this report.

¹⁶ Clark County PYT. (July 28, 2004). Presentation for SAMHSA/CMHS Partnerships for Youth Transition Site Visit Review, slide entitled, "H/ITA: Historical Service Use," on page 17. The slide also indicates the percentage of young people who responded "Don't know" for each category of service.

¹⁷ Ibid, slide entitled, "H/ITA: Residence at Service Entry."

¹⁸ Ibid, slide entitled, "H/ITA: Educational Status at Service Entry."

[learning experience]. I am doing restitution to make up for what I've done, so PYT is not a reward, but I never would have had this great opportunity if that hadn't happened."

To effectively engage this group of young people, Clark County PYT follows a thorough and thoughtful referral process which is captured visually in a colorful flow chart.¹⁹ The chart entitled, "Partnership for Youth Transition – Referral Process & Flow (7/04)," illustrates the entire process of engaging a young person, from the moment s/he is referred to PYT to a time down the road when s/he is working on particular goals, such as securing housing, finding employment, participating in community life, and pursuing educational goals. This flow chart also lists the documentation and chart requirements that must be collected while working with each young person.

C. High Quality Youth Involvement

Young people are engaged in high quality learning and decision making roles that affect all aspects of PYT in Clark County. While numerous examples of youth engagement are apparent in Clark County, this section highlights only a few key ones. The Youth House is an ideal example of young people's influence. Young people insisted that to be effective, PYT outreach and activities needed to occur in a youth-friendly location that had no overt affiliation with the public mental health system. PYT leaders listened to young people's guidance and decided to locate its services and supports in the Youth House. Young people helped develop the space, especially the third floor area which, according to Youth House by-laws, must have 51% young people present to be used by adults. In practical ways, young people continue to contribute to the Youth House; they are learning about state government procurement laws and gathering the necessary pricing information to acquire new furnishings for the third floor.

In designing the PYT strategic plan, young people trained by Portland State University developed surveys and conducted focus groups with their peers; findings informed the creation of a unified PYT vision. Young adult focus groups are repeated annually according to the PYT presentation on July 28, 2004. Young people participated in the strategic planning retreat held May 6-8, 2003.²⁰ Clark County PYT has hired a young adult leader, Melanie Green, as a staff member who represents the youth perspective as a member of the PYT Team and contributes to ongoing leadership and management decisions. In August 2004, young people will form a Youth Advisory Council and will determine the structure, membership, and other operating criteria that will enable them to offer consistent and representative guidance regarding PYT. Young people were involved in hiring PYT staff members as well. Young people, family members

¹⁹ Ibid, slide on p. 8. See also the PYT binder section on the referral process.

²⁰Clark County Partnership for Youth Transition. (May 19, 2003) Strategic Plan for Project Implementation, Working Draft, page 1.

and community members collectively comprised 50% of the interview team that determined which among 150 applicants were offered positions on the PYT Team. This level of youth engagement in internal management and decision making is exemplary and highly commended by the site visit review team! Young people are invited and encouraged to attend monthly PYT Steering Committee meetings as well.

At the individual program level, young people are decision makers in matters that affect their own access to supports and interventions. Every young person identifies a “core gift” that becomes the focal point in developing a PYT Success Plan designed by a young person with assistance from a Transition Facilitator and signed by the young person. During the referral and enrollment process, young people decide the extent to which they would like to involve family members.²¹ The rationale for this approach is that PYT prioritizes engaging a young person and cultivating supportive, healthy relationships with Transition Facilitators initially. They believe that allowing time for a young person to become involved in PYT affords Transition Facilitators the opportunity to incorporate a process of reflection aimed at helping young people understand their own feelings about family involvement, including potential risks and benefits, and enabling young people to determine a comfortable time frame for involving family members. A unique program feature of Clark County’s PYT is a Peer Mentoring program that will soon begin to serve PYT participants by engaging local high school students and teens as mentors. As with other PYT components, young people are designing and implementing the planning process for Peer Mentoring. Another similar innovation that engages young people supporting their peers is Teen Talk. Teen Talk provides a phone number teens may call to discuss any topic that matters to them. Young people who volunteer on the Warm Line undergo a rigorous screening and selection process, after which they are trained to respond to these calls, always supervised by a qualified adult.

Yet another key example of high quality youth engagement is the administration of Portland State University’s Youth Satisfaction Questionnaire-Intervention Version. Young people complete this questionnaire every six months to provide PYT with information on how engaging and fulfilling PYT has been for them.²² In these and other ways, PYT demonstrates youth engagement of the highest caliber in critical aspects of PYT decision making.

D. Strength-Based, Asset-Driven Youth Development

At the heart of Clark County’s PYT is the concept that every person is born with a “core gift” that characterizes the contribution an individual makes in life.

²¹Clark County Partnerships for Youth Transition Logic Model (as amended and approved by Steering Cmte. April 8, 2004).

²² *Note:* The questionnaire references every six months, but the Clark County PYT presentation made on July 28 refers to quarterly polling of youth satisfaction on the slide entitled, “Accountability and Quality Assurance,” page 27.

The “core gift” concept is well outlined in materials written by Bruce Anderson of Community Activators in Vashon, Washington. Clark County’s PYT Team was trained by Bruce to learn how to place core gifts at the center of a PYT Success Plan with young people and how to integrate core gift philosophy and values throughout PYT. Clark County PYT provided the site visit review team with a handout featuring five Youth Core Gift statements, one of which reads, “My Core Gift is providing balance in life, and I do this by being around people I trust, having peace, experiencing the unknown, and sharing of myself.” Every young person develops a personal PYT Success Plan that highlights the strengths, talents and qualities s/he has that can be tapped to help achieve each personal goal.

Clark County PYT’s referral partners and Steering Committee members are equally as committed to implementing positive youth development principles and practices. The Clark County Juvenile Department refers to Connections as “A Strength-Based Program for Probationers with Behavioral Health Issues.”²³ In Connections, young people “have access to a team of professionals trained in providing strength-based, individualized services in a wraparound model. ... Wraparound is strength-based, which means that the emphasis is on the strengths of each family member and those strengths are incorporated into the plan so they can be used to the best advantage.”²⁴ Connections aims to deter program participants from continued criminal activity and stabilize the young person in the community by establishing effective community-based support systems that will serve youth after court ordered supervision expires.²⁵ Similarly, Catholic Community Services (CCS), a partner in Clark County’s Community of Care (System of Care) initiative, espouses an asset-driven approach to working with young people and their families. CCS offers a community-based alternative to psychiatric hospitalization. As a result of the Community of Care and CCS’s efforts in particular, psychiatric inpatient and long-term residential placements have decreased in Clark County since 2000; and since 2003, not one child or young person has been referred from Clark County to a psychiatric hospital.²⁶ CCS fosters specific child and family relationships to help families move into less intensive services.

As one site visit reviewer commented, “It is incredible that PYT and its partners share a common philosophy and are on the same page about how to support young people.” Most importantly, youth feel PYT cares about them.

E. Highly Qualified, Committed, and Talented PYT Team

²³Clark County Juvenile Department. “Connections: A Strength-Based Program for Probationers with Behavioral Health Issues.” This is a one page program description.

²⁴ Ibid.

²⁵ Ibid.

²⁶ Don Koenig, Director/Quality of Catholic Community Services, shared this information during a meeting with site visit reviewers on July 28, 2004.

The PYT Team is highly qualified, extremely committed, and wonderfully talented. The Clark County PYT Team includes the PYT Project Manager DeDe Sieler); Youth House Coordinator Josh Beaman; Melanie Green, the young adult leader on staff; three Transition Facilitators, namely Janice Weichman, Lee Osipcheck, and Tina Lame; two Youth Employment Specialists – Betty Scott and Elaine Niemi; and others who work closely with them, including Melodie Pazolt of Clearview who has a supervisory role with the Transition Facilitators and Employment Specialists, Kris Henriksen who manages Teen Talk, and Beth Houston who coordinates the youth commission. Every individual brings requisite professional qualifications along with personal experiences that make it possible for them to connect effectively with young people. The PYT Team members are knowledgeable in their areas of expertise, well-informed, and resourceful in finding opportunities for young people to explore their Core Gifts and fulfill their PYT Success Plans. Team members work extremely well together, each contributing perspectives in a complementary way that promotes a sense of teamwork and support for young people and for themselves. Daily morning meetings of Transition Facilitators allow discussion of progress and ideas for each young person and their family members, while weekly group reviews with the Transition Facilitators, DeDe, and Melodie create a forum for an overall assessment of program participant enrollment and connections with housing, employment, and other opportunities. Lastly, the supervisory roles and reporting relationships among PYT staff members seem to be clear and well understood by everyone. A relatively “flat” management structure creates an atmosphere of teamwork, but staff members are certain about whom to contact for approval or guidance on particular issues. The lack of tension and the ease with which the PYT Team operates are to be commended. The PYT Team is stellar!

F. Strong, Clear Communication across Partner Agencies

Clark County PYT has strong, clear communication across and relationships with partner agencies in the public sector and in the community. To initiate these relationships, Clark County PYT engaged in a Social Network Analysis Study led by Maryann Davis, Ph.D., a researcher with the University of Massachusetts Medical School, during August, September, and October 2003.²⁷ The interviews and analyses were conducted with 103 programs and agencies in Clark County, all providers of services relevant for transition aged youth.²⁸ Preliminary findings of the Social Network Analysis were presented to the Steering Committee in February 2004 to help articulate the ways in which various institutions across Clark County relate to one another and to identify “breaks” or gaps in continuity of service. According to the PYT presentation on July 28, this analysis portrayed a high distribution of programs and services for children only, and discontinuity

²⁷ Clark County Partnership for Youth Transition. (March 2004). Clark County Partnerships for Youth Transition Year 3 Reapplication, Grant No. SM54445-01, Grant Period 9/30/04 to 9/29/05, Program Narrative.

²⁸ Ibid.

of services for 14-25 year olds.²⁹ Not surprisingly, while a coherent and relatively cohesive social network operates to deliver children's services, a major gap exists between children's and adult services. Clark County PYT is using this analysis to track its role in enhancing critical linkage points between child and adult systems.

Beyond conducting the Social Network Analysis, Clark County PYT builds upon the existing Community of Care partnerships and carefully selects partners whose vision, mission, and philosophy are congruent with that of PYT. PYT expands and enhances the capacity of Clark County's existing mental health, juvenile justice, and community-based service infrastructure. Leaders, staff members, and administrators of the Connections program and of Catholic Community Services are intimately familiar with PYT and are able to accurately describe its components as well as articulate distinctions between their respective roles when working with young people and families. Other partners, such as those involved in workforce development, were similarly able to accurately describe Clark County PYT and to discuss how the roles of PYT staff differ from their own roles in working collaboratively to promote successful youth transitions. This clarity and strong connectedness PYT shares with its Clark County partners is outstanding.

The Steering Committee affords all key partners a monthly opportunity to contribute to PYT's ongoing management and decision-making. The Steering Committee includes all PYT organizational partners, and an invitation is extended to all young people and family members to participate whenever possible.

G. Well Structured, Flexible Program of Services

The Clark County PYT program is tailored to address the individual needs and assets of each young person, but it is well structured, ensuring that all participants are afforded high quality opportunities for fulfilling their PYT Success Plans. The Core Gifts experience and the development of PYT Success Plans are consistent for all young people, but additional experiences are flexibly integrated based on each young person's growth. Clark County PYT is implementing the Transition to Independence Process (TIP) Model with young people to focus on employment, education, housing, and community life.

H. Thorough Action Plan

Clark County's PYT has an exemplary action plan! The plan includes a history and background information about the project, a summary of the core vision, and an outline of seven primary goals for implementing the project. In a table, strategies, actors, and timeline are indicated for achieving each goal. This

²⁹ Clark County PYT. (July 28, 2004). Presentation for SAMHSA/CMHS Partnerships for Youth Transition Site Visit Review, slide entitled, "Distribution of Programs by Age Groups Served," on page 22.

approach helps ensure that project activities are consistent with the desired results, vision, and mission of PYT.

I. Thoughtful, Well Designed Evaluation Strategies

The Clark County PYT Logic Model and every major aspect of project implementation include evaluation instruments and tools. The Portland State University (PSU) Evaluation Team, composed of Nancy Koroloff, Lyn Gordon, Michael Pullmann, Vicky Mazzone, and Tiffany Harris, is outstanding! Clark County's relationship with PSU dates back to the SAMHSA-funded Community of Care initiative, and it continues with PYT! The PSU Evaluation Team embraces values and principles that match well with PYT. As mentioned earlier in this report, PSU trained young people and family members to conduct focus groups with their peers as part of the strategic planning effort, and they have hired a Youth Evaluator who works on their staff. Clark County PYT is the only one of five PYT sites to undertake an outcome study. In mid-February 2004, PSU began data collection among two groups of young people – (1) youth actively receiving PYT services and (2) 'post-service' and comparison group youth, the former receiving interventions after leaving service, the latter placed on a wait list and declined service.³⁰ Data collected include cross-site instruments, annual record review, and youth satisfaction measures which are administered quarterly to the first group and semi-annually to the second group.³¹ In addition to conducting an outcome study, Clark County PYT is conducting a process evaluation and implementation study. Evaluation instruments include the National Technical Assistance Center on Youth Transition (NTAC-YT) Historical/Initial and Quarterly Transition Assessments (H/ITA) required for examining common data elements; a Youth Satisfaction with Services Questionnaire; an adapted Social Network Analysis provider questionnaire; and forms, such as the Clark County MIS screens for each youth enrolled, that are used to assess assets and needs. After an initial decision not to participate in the web-based PYT system that uses ETO Software, Clark County PYT now is beginning to use ETO Software to enter and track H/ITA data. Clark County PYT decided initially to forego ETO Software use because the county had just required all agencies use its own separate MIS system, the CSM – RSN/MHD data tracking system.

J. Professional Development for Informed Decision-Making & Management

As indicated in the prior discussion of Clark County PYT's evaluation, the site team members recognize the value of data, and they use it to inform their management and broader decision-making. Specifically, the PYT Project Manager is adept at anticipating opportunities for engaging outside experts to

³⁰ Clark County Partnership for Youth Transition. (March 2004). Clark County Partnerships for Youth Transition Year 3 Reapplication, Grant No. SM54445-01, Grant Period 9/30/04 to 9/29/05, Program Narrative.

³¹ Ibid.

assist with professional development and training. Examples include participating in the Social Network Analysis research; providing training for the PYT Team on Core Gifts and other topics; and engaging PSU during the strategic planning period to facilitate mapping a process for determining the number of young people and referral sources to tap in Phases I and II of implementation, among others.

K. Enhancing the System of Care Infrastructure

The Clark County PYT builds upon and enhances an existing Community of Care system funded by SAMHSA's Center for Mental Health Services. PYT creates an opportunity to expand services to young people. The network of partners involved on the Steering Committee represents a valuable resource. At the individual level, PYT is drawing upon extensive experience with Individualized and Tailored Care (ITC) and wraparound services.

L. Thoughtful, Well-Designed Quality Assurance Plan

The accountability and quality assurance measures Clark County PYT is implementing include several elements. One main measure is the creation of opportunities for young people and family members to participate in strategic planning, make hiring recommendations, conduct focus groups, participate in surveys, participate in other evaluation activities, and otherwise contribute ideas to PYT by attending Steering Committee meetings, for example. A second measure is the PYT Team's daily and weekly meeting sessions to review progress and suggest interventions for each young person enrolled in PYT. A third measure is the ongoing use of data and analysis for decision making based on information generated by evaluation instruments. A fourth measure that illustrates Clark County PYT's commitment to accountability and quality assurance is the commitment of the PYT Team to maintain clear, open communication with referral sources, other partner organizations, and the community at-large through print and other media that invite others to learn about PYT and track its progress.

M. Emerging Evidence of Sustainability

The Youth House is a visible and compelling symbol of PYT's sustainability in Clark County. The Youth House demonstrates the power of youth voice and the commitment of PYT to embody the perspectives of young people. These principles form the foundation of sustaining a focus on improving youth transitions because they convey to young people and adults within and beyond PYT the significance of listening to what young adults have to say. The presence of the Youth House in a community, apart from any affiliation with the formal mental health system, heightens attention to the need for avoiding stigmatization and promoting health, wellness, and the value of natural, informal resources. In addition to creating a forum for sustaining this philosophy, PYT is strengthening

and creating new relationships with various agencies and organizations that are able to offer young people opportunities for positive youth development. Through the strong ties PYT has developed with the Clark County Juvenile Department, Catholic Community Services, employers, recreational facilities, schools, workforce development organizations, and others, PYT is creating relationships that will likely sustain attention to improving youth transition.

Fiscal sustainability grows from well developed relationships and heightened awareness of the issues Clark County PYT is addressing. PYT has cultivated essential relationships within the public and with private nonprofit sectors. PYT staff positions are funded from a variety of sources. The PYT Project Manager and Youth House Coordinator are employees of Clark County while the five PYT Team members (i.e., three Transition Facilitators and two Employment Specialists) are employees of Columbia River Mental Health, although their business cards do not reflect this relationship. Clark County PYT has a process for making flexible funds available when needed. Flexible fund requests must meet three criteria: (1) fulfilling the request would contribute to advancing the young person's Success Plan, (2) other resources in the community have been examined and found lacking, and (3) if the amount requested is over \$250.00, DeDe Sieler and Melodie Pazolt must approve it, and if the amount is \$250.00 or less, Melodie Pazolt may approve it. Clark County PYT is able to turn around a request for flexible funds within 24 hours if necessary. In one instance, a young man who relocated to Clark County from the East Coast had become homeless, and through PYT, he decided that this Success Plan would involve his returning East to be near his family of origin. After exploring this option, PYT approved the use of flexible funds to cover 50% of the cost of this young man's airfare to return home, and his family covered the other 50% of the cost. PYT Team members were confident that this was a sound use of flexible funds because the Success Plan included steps to help ensure the young man's safe arrival and a place to live once he arrived, among other details.

Perhaps the most critical example of PYT's contributions to sustainability of practice is a recent discovery by PYT that "de-bunks" a myth regarding mental health service delivery. Apparently, Clark County, Washington issues licenses to mental health providers based on the services they deliver, not based on the age of clients they serve. Despite the commonly held belief that a provider of child mental health services is restricted to working with children under the age of 18 while providers of adult services must work only with individuals ages 18 and older, Clark County places no age restrictions on the clients a provider may serve. Uncovering this information is revolutionary! It creates new possibilities for PYT leaders and staff members to begin figuring out how their efforts might help others to overcome a culture within mental health agencies that stands in the way of developing a seamless system of care for children, youth, and families.

Finally, Clark County PYT compensates young people and family members for the time they spend contributing to this project. Compensation is awarded in

the form of gift cards for a local retail store that carries a variety of items ranging from groceries to household items and clothing. Gift cards are awarded based on \$25.00 for every two hours, so participants in a day-long meeting would receive a \$100.00 gift card. The gift cards are preferable to cash from the perspective of the Clark County Juvenile Department because many of the young people enrolled in PYT must complete community service hours as part of a restitution requirement that is part of the balanced and restorative justice approach to addressing crime. After a young person completes community service hours, some of which may be earned by participating in structured PYT activities, s/he is eligible to receive gift cards.

By exploring these options, PYT is forging relationships likely to lead to sustainability of these efforts beyond this federally funded initiative.

III. Clark County, Washington PYT – Key Challenges & Recommendations

As with every initiative, particularly new ones, Clark County's PYT faces a few challenges. The site visit review team was impressed by the PYT Team's acknowledgement of challenges it has identified on its own and by the receptivity of Clark County's PYT Team when the site visit reviewers shared many of the same observations during the closing summary on July 30, 2004. Specifically, the site visit review team identified at least six key challenges meriting attention from Clark County's PYT Team. Site visit reviewers identified these key challenges or opportunities for improvement with recommendations for the Clark County PYT Team to consider as it continues to enhance implementation.

A. Expanding the Youth Population in Phase II of Implementation

The success of Clark County's PYT and the highly visible Youth House have generated community-wide interest. When Clark County PYT announced in a local newspaper its selection by SAMHSA's Center for Mental Health Services as one of five sites awarded a federal cooperative agreement, parents and young people began calling immediately to find out how to refer teenagers. Since then, PYT has enrolled 26 young people, and good words are spreading about this opportunity. The site visit review team's observation is that there is growing demand for PYT to expand. Clark County PYT has determined that a maximum of 60 young people will be enrolled over the four-year course of this pilot project, allowing no more than 20 young people in a case load for any single Transition Facilitator. During Phase I of this effort which ends as of September 30, 2004, only two carefully selected referral sources are being tapped – Connections and Catholic Community Services. As of October 1, 2004, Clark County PYT plans to expand its referral sources to include two additional partners – Fir Grove Children's Center (an educational partner) and Janus (a shelter for runaway youth, many of whom have been in the child welfare system). When Clark County PYT reaches maximum enrollment, any young people referred to PYT after the 60 slots are filled and other young people who decline PYT transition services will

constitute the comparison group for Clark County PYT's youth outcome study. This thoughtful plan illustrates that Clark County PYT recognizes that increasing demand for its services will need to be carefully managed within the community.

RECOMMENDATIONS

1. ***Continue refining plans for Phase II implementation.*** The site visit review team encourages Clark County PYT to continue the planning process it began with PSU to clarify how Phase II of this initiative will unfold. The Clark County PYT Team is aware that October 1st is fast approaching, and a meeting with PSU is scheduled in August to discuss this very topic. Particular topics noted by the site visit review team include: (1) clarifying whether or not the criteria for identifying eligible young people will be refined during Phase II; (2) determining how Clark County PYT might begin in Phase II to prioritize among youth and young adult candidates who meet the eligibility criteria and are referred by the various referral agencies; and (3) considering the implications of maintaining a pilot group of 60 young people for informing larger scale implementation.
2. ***Update the Action Plan.*** The Clark County PYT Action Plan is outstanding, and it only needs to be updated to reflect progress in addressing such issues as Phase II implementation and other opportunities or challenges that have arisen since the action plan was first drafted.

B. Strengthening Family Involvement

Clark County PYT is successfully engaging young people in changing their destinies for the better. Family members can attest to the incredible positive changes they see in their sons and daughters. A mother and grandmother who met with the site visit reviewers for dinner at the Youth House expressed complete satisfaction with PYT. They explained that until the Transition Facilitator from PYT began to build a relationship with their daughter, she was persistently in juvenile detention and was prone to hang out with her close friend and get into trouble. They shared that the Transition Facilitator is now someone their daughter/granddaughter can rely on who is there "just for her" – not to be shared with anyone else in the family. As a result of this bond, their daughter/granddaughter has passed the GED with one of the highest scores nationwide, is involved in the Ready-to-Rent program that will help her find a good place to live, and she is even reconnecting with her estranged father who lives in another state. They consider the PYT Team to be highly skilled, knowledgeable, and caring. They believe that PYT is helping their daughter/granddaughter create a sound future for herself. They loved coming to the Youth House for a GED graduation ceremony ... they are proud of her achievements and are glad that she is moving toward healthy adulthood.

Similarly, another family member acknowledged the wonderful progress her nephew is making as a PYT participant. She is pleased that he is taking responsibility for his actions and is seemingly turning his life around for the better. The aunt confided, however, that initially she felt jealous of the PYT Transition Facilitator's new role in her nephew's life. After all, as his aunt, she had raised her nephew and was accustomed to being a vocal advocate on his behalf. The abrupt change she perceived in her relationship with her nephew as a result of the Transition Facilitator's intervention was unsettling, even disturbing. Although she recognizes the need for her nephew to become more independent, she would have preferred having the Transition Facilitator involve her in this transition. As the primary caregiver for her nephew, she realizes that she might need to begin letting go of him; though she recognizes his growth into adulthood, she would like PYT to help her with this transition. This family member recommended that PYT work more closely with the Transition Facilitators to engage the entire family, not just the young person alone, in making this transition successful. As the aunt stated, "When this program is gone, and all is said and done, he will come to me because I am family, and I'll be here for him."

The practice of Clark County PYT is youth-centered and allows every young person to decide as part of the enrollment process the extent to which s/he would like family members involved. If a young person prefers not to have family members involved at the outset, PYT aims first to engage that young person; understanding the family relationships and assisting the young person in recognizing the roles of family members as part of a natural network of support would then become part of the young person's Success Plan. Over time, the Transition Facilitator would work with the young person to explore her/his family relationships and, hopefully, the young person would decide to involve family members. Young people are invited by PYT to involve family members at their own discretion, based on timing that feels comfortable for them as individuals.

RECOMMENDATIONS

The site visit review team applauds Clark County PYT's commitment to enabling young people to decide when they feel it is comfortable to involve family members. At the same time, the reviewers appreciated concerns raised by one family member regarding how family involvement is addressed with young people. The site visit review team recommends that Clark County PYT examine its family involvement component with the aim of creating additional opportunities and options for engaging family members that complement but do not detract from the primary relationship building with each young person. The site visit reviewers are confident that it is possible to find solutions that acknowledge the need of family members to be part of the youth transition process while simultaneously preserving the confidentiality that forms between a young person and a Transition Facilitator. These interventions are not mutually exclusive, and both are essential. Respecting the relationship between a young person and her/his family is a basic tenet of the System of Care philosophy that

can be integrated into the youth transition model, though this becomes more complex as young people grow into adulthood.

1. ***Convene the PYT Team to identify strategies for enhancing family involvement.*** The PYT Team is a talented and dedicated group of individuals who have firsthand knowledge of young people's family relationships. Consider discussing the observations family members shared with the site visit review team members. Brainstorm ways in which family involvement might be more explicitly addressed at each stage of the referral and enrollment process while preserving the discretion of young people to choose when they would like their families involved. Identify strategies for PYT to better inform and engage family members, even if these approaches are unrelated to the young person's ongoing work with Transition Facilitators.
2. ***Exchange ideas with family members from other PYT sites.*** The family member on this federal site visit review team, Tena Beckstrom, is eager to be of assistance to Clark County's PYT. Based on her experience as a family member who belongs to Allies with Families in Utah and is a Steering Committee member for Utah's Project RECONNECT, Tena has several ideas, some of which she shared during the site visit summary on July 30, 2004. In addition, Nicole Deschenes would gladly provide assistance as NTAC-YT, and her perspective reflects knowledge of activities in all five PYT sites. The PYT cross-site forum held twice yearly affords another opportunity to discuss these issues with colleagues from other PYT sites who are struggling with these same issues.
3. ***Draw upon the firsthand expertise of family members in Clark County to inform a family involvement strategy.*** Clark County PYT may as well continue the tradition of engaging family members and young people in focus groups, perhaps by asking a few to convene others for the purpose of making recommendations to the PYT Team.

C. Enhancing Youth and Family Involvement in Accountability & Quality Assurance

The accountability and quality assurance measures taken by Clark County PYT are exemplary! Young people and family members have been involved in all aspects of designing, implementing, and evaluating PYT. The site visit review team observed that youth and family involvement might be enhanced in at least two ways – (1) increasing their representation on the Steering Committee and (2) reconsidering the practice of awarding gift cards as compensation for the time young people and family members contribute to PYT.

RECOMMENDATIONS

1. ***Develop a strategy for ensuring consistent representation of young people and family members on the Steering Committee.*** Clark County PYT has tried in the past to have specific young people and family members who serve consistently on the Steering Committee, but this approach has not been effective, mainly because the individuals who served in these roles were forced to give up the responsibility as a result of changes and demands in their own lives that made it impossible for them to participate. Despite the failure of this method, other strategies are possible. Site visit reviewers recommend that Clark County PYT form a standing family advisory council whose members determine how to consistently represent the views of a majority of participating family members. Individuals from the council may decide, for example, to rotate attendance at Steering Committee meetings so no one person is relied upon to attend monthly. As long as the family advisory council reaches agreement on how their collective voice will be expressed at every Steering Committee meeting, the method(s) are less important.
2. ***Re-Examine the Method of Compensation for Young People and Family Members.*** The site visit reviewers commend Clark County PYT for ensuring that the value of gift cards given to young people and family members is commensurate with the amount of time spent participating in a PYT Activity. Unfortunately, however, gift cards limit choice and preclude some firsthand learning about individual financial management. It might be worthwhile for Clark County, PYT to identify a mechanism by which young people and family members would be compensated with money instead of gift cards.

D. Expanding Opportunities with Key Partners

The Clark County PYT has engaged numerous partners, most notably the Clark County Juvenile Department, workforce development organizations, employers, and others. Moreover, the site visit review team appreciates Clark County's willingness to welcome two additional reviewers from the U.S. Department of Education and the Jim Casey Youth Opportunities Initiative, both of whom are co-sponsors of PYT alongside SAMHSA's Center for Mental Health Services. Clark County went the distance to identify and involve PYT partners in education and child welfare, and those meetings were informative. A few critical partners, however, might become even more directly involved with PYT, namely housing, K-12 and postsecondary education, and health care/primary care physicians.

RECOMMENDATIONS

1. **Strengthen connections with housing agencies and organizations.** One concern for a majority of young people enrolled in PYT is the prospect of an out-of-home placement. Young people are living in a number of

unstable housing arrangements. Clark County PYT is well positioned to identify housing partners who might collaborate to explore options for housing that would reach the scale of PYT as a program. This recommendation would complement ongoing efforts by the PYT Team to address housing needs on an individual basis

2. ***Involve and strengthen connections with K-12 schools, particularly special education.*** The site visit reviewers acknowledge that PYT implementation began only several months ago; therefore, many partnerships are in a formative stage. However, Clark County PYT has an opportunity to cultivate working relationships with K-12 schools for the purpose of promoting high quality academic opportunities for young people. Special education courses, for example, would be offered in integrated (as opposed to segregated), learning environments. Moreover, mental health and education professionals would coordinate closely to ensure that a young person's Individualized Education Program complements the PYT Success Plan, for example.
3. ***Enhance connections with physical and mental health providers to ensure that young people's physical well-being is promoted.*** Physical health and well-being was not listed as an outcome although it is evident that PYT has implemented work in this area. Tracking young people's progress on physical health matters, possibly by voluntarily collecting relevant data related to health, would likely contribute to better understanding health related needs and access issues for this population.

E. Increasing Attention to Cultural Competence

Clark County PYT operates in a geographic location that is largely ethnically homogeneous. As a result, enrollment is highest among young people who are White with fewer young people of other ethnicities. While PYT's participation is reflective of the demographic characteristics of Clark County, Washington, "culture" is broadly defined by PYT to include other characteristics. Specifically, "culture" might include such factors as age, gender identification, speaking languages other than English as a first language, affiliation with the foster care or juvenile justice systems, rural or urban geographic environments, and other distinctions. The site visit review team encourages Clark County PYT to define "culture" more broadly and to enhance attentiveness to ways in which this initiative might acknowledge and support young people's exploration of culture.

RECOMMENDATION

Clark County PYT is encouraged to review the Clark County strategic plan, particularly "Objective II-B: To design and embrace planning formats that

welcome diversity.”³² In this section of the strategic plan, several actions are identified that would lead to heightened attention to cultural diversity. Among the current group of young people it reaches, how is PYT addressing issues young people are likely to raise regarding gender identification or physical disabilities, for example? What training and professional development opportunities are offered for Clark County PYT to integrate cultural competence as a perspective?

F. Developing a Sustainability Plan

The Clark County Partnership for Youth Transition is well on its way to promoting long-term sustainability for addressing youth transition issues. The Youth House and strong relationships with partners are two ways in which sustainability is being cultivated. The site visit review team encourages Clark County’s PYT Team to be more intentional and explicit about building upon existing relationships to enhance the likelihood of longer-term sustainability.

RECOMMENDATIONS

1. Identify current sources of fiscal and administrative support for Clark County PYT. These supporters have a vested interest in thinking with the PYT Team about how to sustain support for reforms that improve youth transition and how to continue garnering fiscal support as needed.
2. Identify private sources of funding, including philanthropic institutions and other partners, like the local United Way, whose networks might be relevant for sustainability. Don’t forget to include private for-profit firms like employers whose influence might be helpful for heightening visibility.
3. Identify income generating activities that young people, family members, and the project itself might design and implement to generate resources that may be used at the discretion of Clark County PYT without obligations to funders.
4. Compile all information and ideas to further develop the sustainability goal of the Clark County PYT strategic plan, “VI. To initiate a collaborative resource development process that will assure the ongoing sustainability and expansion of the project.”

IV. Conclusion

Based on the site visit conducted on July 28, 29, and 30, 2004, SAMHSA’s Center for Mental Health Services Project Officer Dorrine Gross and other members of the federal site visit review team are confident that Clark County’s Partnerships for

³² Clark County Partnership for Youth Transition. (May 19, 2003). “Objective II-B: To design and embrace planning formats that welcome diversity,” page 9.

Youth Transition initiative is fulfilling the requirements of the GFA in Year 2. The Project Officer recommends that SAMHSA continue to fund Clark County in Years 3 and 4.

ADDENDUM A

SAMHSA's Center for Mental Health Services Partnerships for Youth Transition Site Visit Review

Clark County, Washington (July 28, 29, and 30, 2004)

List of Site Visit Review Team Members

SAMHSA/Center for Mental Health Services
Partnerships for Youth Transition (PYT) Site Visit Reviews

Site Visit Review Team - Washington
July 28, 29, and 30, 2004

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Special Note of Thanks

SAMHSA's Center for Mental Health Services would like again to thank the Partnerships for Youth Transition team in Clark County, Washington for welcoming the largest site visit review team of the five Year-Two site visits conducted by SAMHSA. Thanks to the PYT team in Clark County, Washington, SAMHSA/CMHS Project Officer Dorrine Gross was able to welcome Marlene Simon-Burroughs of the U.S. Department of Education and Rita Powell of the Jim Casey Youth Opportunities Initiative, to join the other site visit reviewers to learn of PYT progress. As a result of the site visit review, both Rita Powell and Marlene Simon-Burroughs expressed interest in further enhancing the collaboration between SAMHSA's Center for Mental Health Services, JCYOI, and the U.S. Department of Education – all three co-sponsors of PYT – at the state and local levels as well as at the federal and national levels. Conversely, the PYT team in Clark County, Washington appreciated the insight and opportunities for coordination offered by these two guests. We look forward to continuing these rewarding partnerships!


ADDENDUM B

SAMHSA's Center for Mental Health Services Partnerships for Youth Transition Site Visit Review

Clark County, Washington Site Visit Agenda July 28, 29, and 30, 2004

**SAMHSA / CMHS Partnership for Youth Transition Site Visit
 Clark County, WA
 July 28 ~ July 30, 2004**

Agenda

Date	Time/ Presenter(s)	Areas of Focus <i>Ensure that all of the areas of the Protocol are addressed during the site visit.</i>	Participants	Location
7/28 – 7/30				
Wednesday, July 28	9:00-9:15 am PYT Project Manager	Welcome/Introductions	PYT Team/ Site Visit Team/ Community Members	Youth House 1112 Columbia
Wednesday, July 28	9:15-9:45 am PYT Project Manager	Family/Youth/Partner Involvement and Action Plan	PYT Team/ Site Visit Team/ Community Members	Youth House
Wednesday, July 28	9:45-10:45 am PYT Team/PSU Evaluation Team	Logic Model	PYT Team/ Site Visit Team/ Community Members	Youth House
Wednesday, July 28	10:45-11:00 a.m.	BREAK		
Wednesday, July 28	11:00-11:45 a.m. PSU Evaluation Team/PYT Program Supervisor	Accountability and Quality Assurance:  Data from National Cross- Site Assessments, Social Network Analysis and Local Service Activity Data	PYT Team/ Site Visit Team/ Community Members	Youth House
Wednesday, July 28	11:45-12:15 p.m. Clark County Youth/Young Adults	Youth House Culture	PYT Team/ Site Visit Team/ Community Members	Youth House

Wednesday, July 28	12:15-1:15 pm	LUNCH PROVIDED	All Present	Youth House
Wednesday, July 28	1:15-1:45 pm	“How we do what we do”	PYT and Site Visit Team Members	Youth House
Wednesday, July 28	1:45-4:00 pm	PYT in Action!	PYT and designated Site Visit Team members	Locations will vary
Wednesday, July 28	2:00-3:00 pm	Partner Involvement Meeting with Jim Casey Youth Opportunities Initiative	Rita Powell/PYT Youth/ Doug Lehrman, DCFS//DeDe Sieler, DCS/ Melodie Pazolt, CRMHS/Representative from ILS/Don Koenig, CCS	Dept. of Child and Family Services – Harney St.
Wednesday, July 28	3:00-3:15 pm	Travel time		DCS 1610 C Street or Youth House
Wednesday, July 28	3:15-4:00 pm	Partner Involvement Meeting/Catholic Community Services	PYT Staff CCS Site Visit Team	DCS 1610 C Street BHS Conference Room
Wednesday, July 28	4:00-5:00 pm	Site Team debriefing	Site Visit Team	DCS 1610 C Street BHS Conference Room
Wednesday, July 28	5:00-6:30 pm	Youth Hosted BBQ	PYT Youth Site Visit Team	Youth House
Thursday, July 29	<i>All Day</i>	<i>PYT in Action!</i>	<i>PYT Staff and Youth Site Visit Team (may change during the day)</i>	<i>Varies</i>
Thursday, July 29	9-9:30 am	PYT Daily Staff Meeting	PYT Team Site Visit Team	Youth House
Thursday, July 29	9:30-10:30 a.m. Project Manager	Sustainability Plans and Fiscal Management	PYT Staff Site Visit Team RSN Staff	Youth House
Thursday, July 29	10:30-11:00 a.m.	Break		

Thursday, July 29	11:00-12:00 p.m.	PYT Weekly Review Meeting	PYT Team Site Visit Team	Youth House
Thursday, July 29	12:00-1:30 pm	Lunch on your own		
Thursday, July 29	1:30-2:45 pm	Partner Involvement Meeting/Connections	PYT Staff Connections Site Visit Team	Juvenile Justice Center
Thursday, July 29	2:45-4:00 pm	Travel time and Site Team Debriefing	Site Visit Team	DCS 1610 C Street BHS Conference Room
Thursday, July 29	4:00-5:00 pm	Community Involvement Meeting with Business Partners, Workforce Development Council, ESD 112 WorkForce Program	Site Visit Team Community Names are being confirmed – tentative Bob Ochoa	DCS 1610 C Street and Business Locations (Izzy's)
Thursday, July 29	5:00-6:30 pm	Family Gathering/Dinner	Families Site Visit Team	Youth House
Friday, July 30	9:30-11:00 am	Site Visit Team Summary	All participants in the site visit & community members.	Youth House

ADDENDUM C

SAMHSA's Center for Mental Health Services Partnerships for Youth Transition Site Visit Review

Photograph of PYT Youth House in Clark County, Washington

(Note: The photograph will be forwarded electronically as a separate file attached to this report.)